



Employee Management in Different Times

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Abstract

Because of the different background and environment, with the changes of the times, groups with different characteristics have been shaped from generation to generation, which has also brought many troubles and management challenges to the managers of enterprises. However, tracing back to the source, the essence of management has not changed. As long as we grasp the essence of group characteristics, understand their growth process and characteristics, and take advantage of the situation, we can get twice the result with half the effort. At the same time, the rapid development of the society also reminds our managers that they should correctly look at the law of things' development and change, keep pace with the times, innovate in management, do not need anxiety and uneasiness, give full play to the characteristics of groups in different times, foster strengths and avoid weaknesses, give good guidance and stimulate them effectively, and maybe they can see different results.

Keywords

Characteristics of the times, employee management

Twenty years ago, we heard the company leaders say that there were many problems with the post-80s employees. Ten years ago, we said that the post-90s employees were difficult to manage. Now, we hear the subordinates say that the post-80s employees are wonderful. The leaders of every era repeat the same words, and it seems that everyone is always complaining about why this generation is like this. Ten years ago, my former boss asked me to talk about the management of post-90s employees, which made me feel uneasy when I talked about the post-90s. A few days ago (Wang Weiguo, 2019), a guest activity gave me the theme "Generation Z in my mind". When I saw this topic, I kept thinking, why does the new generation become the topic of discussion every decade? Did I worry about entering the workplace after the 90s ten years ago? Since it has become a topic, it must make everyone feel the impact and pressure in some places. I happened to listen to a topic recently, which is about personal energy. I was thinking, how do we look at and face the social changes? To some extent, it is also a manifestation of the energy of the whole society.

To sum up, I think we must face up to the fact that society is changing, and this change is unstoppable. Children in every era are the products of social development. If we accept social development, we must accept the children of this era together.

1. First, the characteristics of groups in different times

People born in 1965-1980 in the United States are called Generation X, those born in 1980-95 are called Generation Y, and those born after 1995 are called Generation Z. This is divided according to the development stage of American society, which is not exactly the same as that of China. From the point of view of social development stage (Zhou Desheng, 2018), it is more similar to the post-80s, post-90s and post-00s in China. Because of the huge differences in social development stages, these groups have formed different group characteristics, thus having an

important impact on organizational management.

At present, the main social labor groups in China include three age groups: 70, 80 and 90, and they have started to enter the workplace since 00. The growth backgrounds of these three age groups are quite different. We have to admit that a person's family of origin has a great influence on a person, and the influence of an era on a generation has historical characteristics, which is why some interviewers should know not only their work experience and background, but also their growth experience, so as to speculate on the main influence of the candidate's values formation in the growth background. Because groups in different times have relatively obvious group characteristics, it determines that we have different emphases and factors of concern in employee management.

1.1 Group characteristics and management in 1970s

When China was born in the 1970s, it was in a special historical period. Under the planned economic management, food stamps, cloth stamps and meat stamps were used for shopping. Many people must remember that the school looked gray and black. Parents in this era were mostly conservative and had traditional family education. This generation was heavily influenced by their parents and families, and their fathers were mostly born in the 1940s. After solving the problem, they joined the work and were educated in the new society. The corresponding post-70s employees tend to behave honestly, work hard and work hard, and their families are all in the "proletarian stage". Everyone is similar, and they all grew up watching the slogan "Unity, tension, seriousness and liveliness". Their self-struggle is engraved in their bones. Although they lack creativity and slant swords, they win by being well managed and hard-working. Managers usually don't need too much management tools and energy.

1.2 Group characteristics and management in 1980s

After the 80s became the main force in the workplace, some people complained that the 80s were demanding and difficult to manage. This is relatively speaking. It is not that the 80s were difficult to manage, but that the 70s were not. As a result, many managers are missing from both the technical level and the artistic level. They are not challenged by employee management, and most things are basically solved by processes and mechanisms. It can also be seen that adults are treated as "screws" to a greater extent. The children born after 1980s are catching up with the beginning of reform and opening-up in China. The policy of "letting some people get rich first" has suddenly widened the gap in living standards. With the enrichment of some people's material life, the reform and opening-up has enriched the content of people's education at the same time, and a large number of unidentified essences and dross come to us. While experiencing the great social changes brought about by the continuous development of science and technology, we will also be invaded by some undesirable impurities. There are some impetuous and eager for quick success in the society, and even the process of children's growth and education has been neglected. However, the numerous and miscellaneous social information and negative public opinions during their growth make them feel at a loss for the future, and they may feel unable to judge and confused. Faced with parents who can't communicate with each other, lives consumed by consumption and shopping, all-pervasive celebrity entertainment gossip, and indescribable, infuriating and powerless social events, children in this era may appear to ignore their surroundings, keep company with the Internet, and are not cooperative. Some even feel that life has no goal, and they like freedom and happiness in their own world. In the process of social differentiation, people's ideology is impacted, such as fighting for their father or fighting for themselves, questioning some social phenomena, and so on.

Shaping the sense of responsibility and goal is something that organizations should focus on, and it also puts forward certain requirements for managers' management ability. First of all, give them more understanding, tolerance and respect, and you will find that they can be good partners, and direct communication is the best way. Give pressure, opportunity, recognition, help them to take on independent roles, and change the commanding style into a coaching or participatory leadership style. You will find that they may do more willingly and confidently. Secondly, it is not easy to do a good job in stress management. In the society with rapid expansion as a teenager, those groups who have not received endurance and stress education and have been neglected by social education may lack a certain degree of self-confidence. After graduation, they will start to face fierce competition, and they will not be able to fight for their fathers or themselves. No matter how hard they work, their wages can't keep up with the soaring house prices. Their lives are undoubtedly stressful. Now they are facing the pain point of "35-year-old crisis". Give care and help, so that they don't live so tired, feel the warmth of the environment and the support from their peers. We will see that they are also excellent, both pragmatic of their predecessors and innovative in the new economic

era. I would also like to appeal here to break the strange circle of 35 years old. The argument of 35 years old is unscientific, the product of social and economic bubble, an abnormal phenomenon, a view of employing people that is unfavorable to the harmonious and balanced development of the whole society, and a corporate value with no sense of social responsibility. Furthermore, in the face of the post-80s group, we should try our best to improve the mechanism as far as possible, be transparent and fair, and affirm and encourage them in time. Because of the increasing uncertainty of the growing environment, they often lack a sense of security, and they are more accustomed to clearly knowing how much they can get when they pay. They have expected input, cash it in time, and can't accept a long waiting period before they get it. Once they feel that they may not be credible, they will lift their legs and leave. In fact, as a complete system of value creation, value evaluation and value distribution, enterprise management originally needs to establish and constantly improve the mechanism of objective, assessment and incentive. In any era, the clearer the mechanism, the stronger the objective, the greater the incentive effect. However, this appeal is not obvious in the age of relative egalitarianism. With the awakening of employees' consciousness and the transparency of social information, the scientific and normative requirements of the system are getting higher and higher.

1.3 Group characteristics and management in 1990s

When the material life is satisfied, people's pursuit of the spiritual world will be strengthened, which is a natural law. After 90s, the general material life is developed, with individuality, ideas and rebellion, which seems to be their label. Everyone will feel that there will be a lot of conscious conflicts with the post-90s generation. The source of the conflicts is that they are no longer exposed to a single input from their parents, the popularity of the Internet and the era of information sharing. The reform and opening-up is not only about the economy, but also about ideology and spiritual world. After their imprisoned thoughts are opened, they will have many independent thoughts and want to express them. When we were young, few of us would rebel against our families, at best, it was a silent protest. The rebellious period seemed to have passed without causing any trouble to our parents, because we didn't dare to express it and resist it. Don't we really have any ideas? No, it's the result of the growth of traditional family education under the orders of our parents. It's different from the children born in the 90s. They grew up in the era of numerous stars and the moon, and grew up with the attention or doting of two generations. Many people care too much about their feelings and ignore others' feelings, and even some people lack empathy. This is also the embodiment of the lack of EQ education, because everyone still doesn't know much about scientific education, and at the same time, they have experienced the bombing of the Internet age, thus forming completely different attitudes and values towards life from those in the 1970s and 1980s.

Facing the post-90s generation, improving the sense of responsibility and the ability to resist stress is the focus that managers need to pay attention to. First of all, they are more in pursuit of equality. Based on the many changes brought about by the Internet and their mastery of high technology, their thinking is more active, and they can listen to their ideas and opinions more often. Perhaps there will be a stroke of genius. Respect and trust are good incentives, which are still applicable to this generation. Equality is not condescending. If you don't have an 18-year-old heart, how can you make friends with an 18-year-old child? If you don't have a 25-year-old heart, how can you understand what 25-year-olds like? The boss of a company said to her HR, "Don't ask me what I like, what they like is important." I think this boss at least really wants to put employees first and treat them on an equal footing. Secondly, let them participate in the formulation of rules and form a common contract, which will enhance their sense of ownership, (Ding Xi, 2020)enhance their sense of responsibility, use less rights and use more personal influence. The best way is to let them "self-govern" under their own rules. Persuade subordinates with personal ability and charm, and manage with care, not with "strength", so that you can get twice the result with half the effort. In other words, this is a group of young people who are confident and independent. They can't resist pressure by pressure, but they can withstand it. Furthermore, the activities and atmosphere that make them happy are the working environment that the post-90s children attach importance to. They should be relaxed and not depressed, and be their friends instead of bosses. They don't like rigidity, novelty and excessive pressure, and sometimes they seem to lack endurance. The combination of career vision and personal interests will be a good way to mobilize their subjective initiative.

Therefore, as you can see, with the progress of the times, the requirements for managers are becoming more and more complex, which can also be explained by Maslow's demand theory. In fact, people's needs for the five levels always exist at the same time, but because of the different environment and social development stages, the empha-

sis will be different, but it still conforms to the process from physiology to safety, from socialization to respect, and then to self-realization. Therefore, it is actually because of the increase of group complexity that higher requirements are put forward for employee management. It is not that employees are becoming more and more difficult to manage, but that our managers should make up for the lack of management theories, tools, methods and art.

1.4 Group characteristics and management after 00

Now, some people are beginning to worry, how should managers respond when they enter the workplace after 00 and challenge by going up one flight of stairs? Our post-00's characteristics are very similar to those of Generation Z in the United States. They are first aborigines in the digital age, and the times have created generations. The speed of information exchange and flow is too fast, and the speed of information acquisition of Generation Z is comparable to that of our adults. The only difference is that our values have been formed, and their values have become diversified in the process of formation. At the same time, the general improvement of the quality of life makes them pay more attention to life experience and try all kinds of new things. Like when we thought that being admitted to a good university was the only way out, we couldn't dare to indulge our interests. Those who dare to indulge have no worries. They are a generation with no worries, considering "life" more than "survival", they can have more choices and take their personal interests as the first pursuit. Secondly, in the era of smart phones, their lifestyle has changed dramatically, making them more independent, and they know how to tap and give birth to the best value and service. Innovation has become an indispensable thing in this era. They have their own opinions and ideas, stand for individuality and don't follow the crowd. The characteristics of the only child are still there, and they will be concerned by the elders. However, compared with the post-90s generation, they are more willing to communicate with the "Internet", and are not good at gregarious and face-to-face communication. Some of them even have social fears and are used to using videos. There will be many circles and communities, and groups with the same characteristics, looking for identity in them, are the new generation who are curtilage and unwilling to be lonely. Furthermore, the parents of the children of this generation are mostly from the 1970s, but unlike the X era in the United States, because of the limited living conditions, the parents of this era in China are often practical, diligent, serious, but conservative, responsible and responsible, have received relatively rigorous education, have some vision, pay attention to the growth and education of children, and are also willing to cultivate the independent personality of the next generation. Under such a growing background, Generation Z is mostly courageous and rational, has certain discernment ability, is full of ambition, pays attention to experience, has distinct personality and strong self-esteem, is willing to pursue and try all kinds of new things, and is gradually growing into the leading force of new economy, new consumption and new culture in China in the future.

The impact of multiple values brought by the digital age, lifestyle changes brought by the smart phone age, and abundant material conditions have stimulated the development of human nature, which are irresistible external factors. The internal condition that forms their present characteristics is that we are willing to let them be independent and confident, have their own thoughts and opinions, and work hard for what they like. We all hope that our children will be strong and independent, thoughtful and responsible. I will accept his conflict with our thoughts, accept his equal dialogue, and accept that he will make mistakes and everything has two sides. This is an inevitable by-product. They are the inevitable outcome of social progress, but there may be some defects in the process, and we need to help them stimulate and make up for them. From this point of view, I have never felt the possible pressure of employee management because I want to enter the workplace after the 80s, 90s and 00s. Instead, I feel a novel experience. We have to understand them with the hearts of our contemporaries in order to see the value in them. If we feel that "one generation is inferior to another", what we may need to reflect on is ourselves. Have we kept pace with the times and followed the trend of the times? Because welcoming them is unchangeable, and the wheel of history can't go backwards. Finding their bright spots and making good use of them may bring unexpected results.

2. Second, look at the mentality of different age groups

How to look at the differences of each generation, I think it depends on whether the characteristics in the bones are positive, positive moral values, social responsibility, empathy and love, ideals and pursuits, and willingness to take responsibility. I think these are fundamental. If they are still there, others may not be bad things, but they are the future and hope of the nation. Pursuing individuality is a manifestation of the progress and development of the times, and even we may feel that they are somewhat willful. When will people be willful? But when there is no

pressure to survive, those who rush for survival have no right to be willful, and those who can be willful live a good life. What we need to do is how to rationally control the willfulness, so that they have boundary willfulness. The times bring up a generation, which bears the imprint of the times. It can only be accepted, and the essence will be taken away from the dross in the future. Is the imprint of the times on us necessarily good? Not necessarily, for example, conservative and unwilling to break the routine. It's mainly what kind of eyes we use to see them. If we appreciate them, we will definitely find something available to them. If we are critical, they can be critical of too many things. For example, laziness may promote technological innovation or hinder others. What we need to do is cultivate empathy, minimize the bad influence and give full play to the good influence.

Generally speaking, I think managers should change their mentality and cognition, and look at different groups positively. I've heard many companies talk about "people-oriented". I'd like to say that if an enterprise can only achieve its goals, assessment and motivation, but ignore the energy, cognition and development of people themselves (Xu Qinggang, 2019), then get rid of these words. People are only a tool in the organization, so what about "people-oriented"?

First of all, change the mentality. People are no longer the tools of organizations, and organizations are not only the tools of making money. With equality and respect, people with common values can create together with trust to achieve common mission.

Secondly, only by tearing off the false coat, truly cultivating one's own pattern and cognition, more integration and participation, and frankly facing one's own shortcomings, can one face the new generation with more challenges and the management demands of complex groups more bravely.

Moreover, management innovation, investigating its fundamental problems and formulating targeted solutions are hard to find in textbooks, and need to be "adapted to local conditions", which varies from person to person. Enhancing work value, realizing personal value and flexible management mode will become a new topic in management.

3. Summary

The same old tune, no matter how the society changes, the human nature itself has not changed, and the structural foundation of human resource management has not changed. What has changed is the methods, tools, means of realization and emphasis. No matter when, starting from the "people" themselves, deeply understanding the reasons behind the demands, having a definite aim and facing the employees with sincerity are the big principles and foundations. Under this premise, we will definitely choose the right method. I've always said that human resources should be done with heart, brain, hands and mouth. Feel the demands of employees with your heart, think about the logic behind them with your brain, do something meaningful, and communicate more. At the same time, there must be height, temperature, bearing and attitude. Understand the organization from a strategic point of view, be more caring and tolerant towards employees, and have a clear attitude towards matters of principle.

The management of employees in different times is a problem of human resources management, especially of organization management. Only with an active and open mind, promotion and change with the times, and "dancing" with partners in different times can organizations develop harmoniously.

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